



**FEMA**

POSITION TASK BOOK FOR THE POSITION OF

**National Qualification System**

**SHELTER RESIDENT SERVICES TEAM LEADER  
(TYPE 2)**

## SHELTER RESIDENT SERVICES TEAM LEADER (TYPE 2)

### 1. Competency: Assume position responsibilities

*Description:* Successfully assume the role of Shelter Resident Services Team Leader and initiate position activities at the appropriate time according to the following behaviors.

#### 1a. Behavior: Gather, update, and apply situational information relevant to the assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>1.</b> Collect information from outgoing Shelter Resident Services Team Leader or other personnel responsible for resident services in the shelter: <ul style="list-style-type: none"> <li>● Information on incident relevant to the unit's support activities</li> <li>● Information on the unit's organizational structure</li> </ul>	E, F, I		
<b>2.</b> Receive initial briefing from supervisor—one-on-one or in team meetings: <ul style="list-style-type: none"> <li>● Incident priorities, goals, and objectives</li> <li>● Initial instructions concerning unit priorities</li> <li>● Expected time frames for briefings, planning meetings, and team meetings</li> <li>● Any limitations and constraints that affect operations and strategies</li> <li>● Review:               <ul style="list-style-type: none"> <li>○ Incident plans</li> <li>○ Shelter plan</li> <li>○ Current national situation</li> <li>○ Assigned resources and their status</li> <li>○ Established and operating facilities</li> <li>○ Anticipated incident duration, size, and type</li> <li>○ Shelter responsibilities and expectations</li> <li>○ Unit responsibilities and expectations</li> </ul> </li> </ul>	E, F, I		

#### 1b. Behavior: Ensure availability, qualifications, and capabilities of resources to complete assignment

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>3.</b> Coordinate with appropriate stakeholders to provide for the needs of shelter residents: <ul style="list-style-type: none"> <li>● Child care</li> <li>● Unaccompanied minors</li> <li>● Personal assistance services</li> <li>● Access and functional needs (AFN)</li> <li>● Health services</li> <li>● Mental health</li> <li>● Household pets and service animals</li> <li>● Feeding</li> <li>● Translation/communication support</li> <li>● Service animal support and care</li> <li>● Pet care</li> <li>● Family reunification</li> </ul>	E, F, I		

<b>4.</b> Coordinate with unit or team leaders to determine type and quantity of staffing skill sets, including any required certifications or licensures: <ul style="list-style-type: none"> <li>● Registration (manual, electronic, alternative access)</li> <li>● Facility identification and signage</li> <li>● Feeding</li> <li>● Dormitory</li> <li>● Health services</li> <li>● Mental health and emotional support services</li> <li>● Recreation</li> <li>● Child care</li> <li>● Household pet and service animal support</li> </ul>	E, F, I, J		
<b>5.</b> Prepare request for necessary resources to achieve unit objectives: <ul style="list-style-type: none"> <li>● Request additional personnel, supplies, services, and equipment within the established ordering processes</li> <li>● Request equipment, including items listed in the FEMA Commonly Used Sheltering Items &amp; Services Listing (CUSI-SL) or other shelter resource guide, as appropriate to the needs of the shelter residents</li> </ul>	E, F, I		

**1c. Behavior: Establish effective relationships with relevant personnel**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>
<b>6.</b> Establish and maintain positive interpersonal and interagency working relationships: <ul style="list-style-type: none"> <li>● Outgoing incident staff or Shelter Management Team</li> <li>● Local agencies</li> <li>● Hosting unit</li> <li>● Policy group</li> <li>● Shelter operations and mass care</li> <li>● Public</li> <li>● Supporting agencies</li> </ul>	E, F, I		

**1d. Behavior: Establish or determine organizational structure, reporting procedures, and chain of command of assigned resources**

<b>TASK</b>	<b>CODE</b>	<b>EVALUATION RECORD #</b>	<b>EVALUATOR INITIALS AND DATE</b>

<p><b>7. Establish resident support services:</b></p> <ul style="list-style-type: none"> <li>● Establish appropriate unit organization and assign staff responsibilities, while maintaining span of control</li> <li>● Ensure availability of appropriate resources</li> <li>● Conduct supporting activities within operational period</li> <li>● Follow protocol for communicating unit's daily accomplishments to the Shelter Manager, Documentation Unit, or appropriate personnel</li> <li>● Obtain operational rhythm from Shelter Manager and establish daily briefing/debriefing schedule with assigned personnel</li> <li>● Follow process for resource requests/releases for operational planning purposes</li> <li>● Assign staff as appropriate; coordinate with unit leaders to determine type and quantity of staffing skill sets, including any required certifications or licensures</li> <li>● Participate in planning meetings to determine unit organization, support tactical assignments, ensure resource support and coordination needs, and identify other considerations for the next operational period</li> </ul>	E, F, I		
<p><b>8. Supervise and adjust unit organization and operations based on changes in incident situation, shelter operations, and resource status:</b></p> <ul style="list-style-type: none"> <li>● Maintain shared situational picture throughout the unit</li> <li>● Provide for functional and geographical supervision as necessary</li> <li>● Ensure effective use and coordination of all assigned resources</li> <li>● Constantly monitor objectives and overall unit operations for efficacy and safety</li> </ul>	E, F, I		

## 2. Competency: Communicate effectively

*Description:* Use suitable communication techniques to share relevant information with appropriate personnel on a timely basis to accomplish objectives in a potentially rapidly changing environment.

### 2a. Behavior: Ensure the exchange of relevant information during briefings and debriefings

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>9.</b> Attend daily unit briefings: <ul style="list-style-type: none"> <li>● Receive Shelter Manager's priorities, goals, and objectives</li> <li>● Communicate unit accomplishments, concerns, or conflicts</li> <li>● Develop unit plan based on priorities, goals, and objectives</li> </ul>	E, F, I		
<b>10.</b> Prepare for and participate in briefings with other branches, divisions/groups, units, and incident staff: <ul style="list-style-type: none"> <li>● Share and evaluate information with unit members</li> <li>● Identify safety hazards and mitigation strategies with the Safety Officer</li> <li>● Maintain situational awareness of all activities within the shelter, including:               <ul style="list-style-type: none"> <li>○ Health services</li> <li>○ Mental and emotional health services</li> <li>○ AFN support services</li> </ul> </li> <li>● Maintain quality updates for Public Information Officer (PIO)</li> </ul>	E, F, I		

### 2b. Behavior: Ensure documentation is complete and disposition is appropriate

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>11.</b> Ensure incident documentation and administrative requirements are complete, according to the supervisor's direction: <ul style="list-style-type: none"> <li>● Submit incident narrative to supervisor</li> <li>● Complete and submit activity log to Documentation Unit or appropriate personnel for each operational period</li> <li>● Ensure all personnel and equipment time records are complete and submitted at the end of each operational period</li> <li>● Ensure use and accuracy of logs and shelter reports, including National Shelter System (NSS) and any other shelter-specific reporting tools or systems</li> <li>● Comply with documentation requirements of supporting agencies</li> </ul>	E, F, I		

### 2c. Behavior: Communicate incident priorities and operations

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE

<b>12.</b> Update supervisor on current accomplishments or problems and complete incident forms as necessary: <ul style="list-style-type: none"> <li>● Comply with documentation requirements of supporting agencies</li> </ul>	E, F, I		
--	---------	--	--

**2d. Behavior: Develop and implement plans**

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>13.</b> Participate in preparation of Incident Action Plan (IAP) or shelter plan, planning meeting, or strategic plan for the next operational period: <ul style="list-style-type: none"> <li>● Update unit on current situation</li> <li>● Help set priorities for next operational period</li> <li>● Determine tasks and work assignments for next operational period(s)</li> <li>● Advise on current capabilities and limitations</li> <li>● Determine resource needs or excess</li> </ul>	E, F, I		

### 3. Competency: Ensure completion of assigned actions to meet identified objectives

*Description:* Identify, analyze, and apply relevant situational information and evaluate actions to complete assignments safely and meet identified objectives. Complete actions within established time frame.

#### 3a. Behavior: Plan for demobilization and ensure staff follow procedures

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
<b>14.</b> Complete process for demobilizing unit responsibilities: <ul style="list-style-type: none"> <li>● Reinforce emphasis on safety and accountability during this phase of the operations</li> <li>● Brief unit on demobilization responsibilities</li> <li>● Ensure all staff demobilize in a timely and complete manner</li> <li>● Brief replacement</li> <li>● Ensure the team posts adequate notice of shelter closing and satisfies client housing needs</li> </ul>	E, F, I		
<b>15.</b> Help develop, approve, and implement demobilization plan: <ul style="list-style-type: none"> <li>● Coordinate with supervisor during development and implementation</li> <li>● Coordinate with appropriate partners regarding demobilization procedures</li> <li>● Coordinate with casework and recovery planning teams</li> <li>● Coordinate unit needs and responsibilities</li> <li>● Provide information to supervisor to assist with decisions on release priorities</li> </ul>	E, F, I		

#### 4. Competency: Lead assigned personnel

*Description:* Influence, lead, and direct assigned personnel to accomplish objectives and desired outcomes in a potentially rapidly changing environment.

##### 4a. Behavior: Identify opportunities and meet requirements to provide equal access and reasonable accommodation in all activities

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
16. Demonstrate knowledge and use of inclusive, person-first language.	E, F, I		
17. Demonstrate the ability to assess and monitor for physical access, programmatic access, and effective communications access.	E, F, I		
18. Demonstrate the ability to identify opportunities for universal accessibility.	E, F, I		
19. Promote a work environment that provides mutual respect and equal opportunity for all.	E, F, I		
20. Refer equal access, disability accommodations requirements, and AFN accommodations to appropriate personnel for resolution.	E, F, I		

##### 4b. Behavior: Ensure the health, safety, welfare, and accountability of assigned personnel

TASK	CODE	EVALUATION RECORD #	EVALUATOR INITIALS AND DATE
21. Comply with relevant health and safety requirements: <ul style="list-style-type: none"> <li>• Direct operations based on health and safety considerations and guidelines</li> <li>• Ensure that assigned personnel follow safety guidelines appropriately</li> <li>• Ensure public health resources are in place, including hand sanitizer, cleaning and janitorial schedule, waste removal, and recycling</li> <li>• Spot-check operations to ensure compliance with safety considerations</li> </ul>	E, F, I		
22. Ensure accountability of all personnel: <ul style="list-style-type: none"> <li>• Staff sign-in/sign-out process</li> <li>• Coordinate with assigned personnel to conduct personnel accountability checks</li> <li>• Validate accountability with supervisor</li> </ul>	E, F, I		